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**Review Policy Guidance**  
**Quality Assurance**  
**Delegations**  
**Efficiencies**

**Roles Oversight**  
**Accountability**  
**Duplication**  
**Responsibilities**  
**Quality Control**



# **BLM ROLE CLARIFICATION STUDY**

**MAY 9, 1986**

ROLE CLARIFICATION STUDY  
STATE, DISTRICT, AND RESOURCE AREA OFFICES

1986

BUREAU OF LAND MANAGEMENT

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# ROLE CLARIFICATION STUDY

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## EXECUTIVE SUMMARY

In November, 1985, at the direction of the Bureau Management Team, the Role Clarification Study Team was established to determine how State, District, and Resource Area organization decisions reached in 1981 are being understood and implemented and how individuals understand their jobs and working relationship to others.

The Roles Study was conducted concurrently with State initiatives to downsize in response to budget reductions and the decisions made at the April 1986, Bureau Management Team meeting.

All of these efforts have a high degree of correlation and focus on some basic tenets:

- That the current field organization is sound and can respond to changing priorities without sacrificing sound resource management and political accountability.
- In light of some changing program priorities and in response to declining budgets, however, the organization needs the flexibility to reallocate resources to meet newly clarified program priorities and workloads.

The Roles Study focuses on interrelationships; the roles and functions of the three-tier organization. The recommendations based on roles findings should help Bureau managers in making organizational adjustments.

The Roles Team's findings and recommendations fall into eight major categories:

1. Three-tier Organization
2. Organization Flexibility
3. Communications
4. Delegations and Roles
5. Relationship Between Line and Staff
6. Scarce Skills, Zoned Skills, Dual-Hat Positions
7. Priority/Budget Setting
8. Quality Control

### Three-Tier Organization

The three-tier organization is working well and there is good understanding and acceptance of delegations of authorities to the three tiers. However, duplicate reviews and confusion about office roles does exist in some locations.

The basic roles of the three tiers have been reaffirmed by the Bureau Management Team.

Resource areas should remain the "on-the-ground managers."



District Offices should continue to support the resource area roles by providing support services, technical guidance, and assure quality control by periodic monitoring of resource area work. Districts should stop regular reviews and duplication of operational work performed in Resource Areas.

State Office roles will continue being one of setting State policy guidance and monitoring of State programs through evaluation. Some support functions may also be centralized if warranted.

### Organization Flexibility

All offices have a need to adapt the three-tier organization to unique circumstances and workloads to achieve more efficient organizations.

Flexibility should be used only to adapt the organization to workloads. This may result in combining divisions, staffs, and moving functions horizontally and vertically in the organization.

### Communications

Employees lack clear understanding of roles. Manuals defining roles were generally clear, once discovered, but roles and employee relationships had not been clearly communicated.

As the organization changes and functions shift, Manual updates need to be completed immediately. More important, continuing processes to facilitate employee awareness and understanding need to be initiated.

### Delegations and Roles

Delegations of authority are clear. However, roles and responsibilities have not been consistently implemented nor are they always understood.

Renew emphasis to implement delegations of authority and accountability to Area Managers. District Offices should be service-oriented to Resource Areas and should stop duplication of operational roles and regular reviews of lower level work.

Problems of roles and duplication must be identified, and management should continuously communicate the basic roles and attempt to resolve issues.

### Relationship Between Line and Staff

Resource management decisions are being made by both line and staff officials. This is particularly true with minerals decisions.

Training and developing skills of managers and staff should continue in order to fully implement a line-staff BLM organization. Authority to approve applications for permits that require multiple-use decisions should reside with line managers only.

### Scarce Skills/Zoned Skills/Dual-Hat Positions

The concept of using scarce skills/zoned skills/dual-hatting is sound. However, the Bureau is not always making the best use of its skills.

Continue using and expanding use of scarce skills, zones, and dual-hatting. When skills are used on specific projects, these individuals should be performing staff work for the manager where the action occurs.

### Priority, Budget Setting

Setting of priorities is not always based on the needs at the field level. Incentives to save, and accountability of those who do not save are missing.

Work priorities should be set by the management team based on resource management need to meet public demand and national priorities consistent with land use plans. Good program management must be rewarded through personal incentives and budget allocation. Poor management should be penalized.

### Quality Control

There is strong agreement about the need for quality control, but no consistent understanding of what this means and who is responsible.

Quality control is a combination of different functions such as evaluations, audits, reviews, and monitoring. There should not be higher level presignature reviews of actions taken within delegated authorities. Monitoring or audits (spot checking) must be limited at higher levels only to assure standards are being met.



## INTRODUCTION

This study was originally commissioned by the Bureau Management Team in November 1985, to examine the need for role clarification, hence the name "Bureau Role Clarification Study." The study was to determine how the State, District, and Resource Area organization decisions reached in 1981 are understood and are being implemented. In addition, the Director decided that recommendations regarding organizational adjustments as a result of findings from team visits to several States would be appropriate.

Concurrently with the work of the task force assigned to this study, two other efforts are underway in the Bureau to improve organizational efficiency and effectiveness. One, which is still underway in mid-1986, is the collective initiatives by several States to look at their own organizations with an eye to streamlining or downsizing to meet anticipated workload priorities with projected reduced budgets. The other was the work by the Bureau Management Team and the resulting decisions made at the April 1986 meeting of that group.

There is a high degree of correlation among all these efforts and a corresponding clear message. The field organization, set forth in the two 1981 studies, is well conceived and can respond to changes in mission (MMS/BLM merger) and changes in priorities while providing emphasis to on-the-ground resource management, grass roots public contact, and responsive political accountability. However, organizational fine-tuning or clarification is still needed. Some States have found the reallocation of assigned workloads to be effective in making the existing organization more efficient. These include:

- zoning or recentralizing work previously delegated out to lower levels;
- adjusting of responsibilities within the overall organization;
- combining divisions at State or District levels or reassigning of functions such as adjudication from one division to another;
- changing the ratio of permanent to temporary employees; and
- placing greater emphasis on assignment of work priorities.

The Bureau Management Team found the existing organization to be basically sound and decided on some ways to make it more efficient and responsive to changing demands. Among these were provisions for greater flexibility and

Note: Throughout this document, reference is made to both the Final District Office/Resource Area Organization Report (April 23, 1981) and Final State Office Organization Study (October 2, 1981) and related decision documents. These are hereinafter referred to as the 1981 studies.

authority for State Directors to make organizational adjustments to reflect changing workloads. Increased flexibility could result in decisions to combine some divisions at State and District levels or combine Resource Areas or District Offices.

This report focuses on the results of the role clarification study but takes into account the other efforts addressing the same basic subjects. To that extent, the recommendations should be helpful to Bureau managers who want to adjust their organizations to be more effective with the understanding that those adjustments are consistent with current Bureau policies.



3-TIERFinding No. 1

The three-tier organization is working well. The team found in each State visited strong support for the current organization and a generally good understanding and acceptance of the delegations of authority to the three tiers.

Discussion

Basic decisions and concepts implemented from the 1981 studies still appear valid.

More operational work is occurring at lower levels in the organization and staffing has usually been adjusted to fit the workload at each level. However, there were several instances where District Office staff employees are regularly reviewing work for which area managers have been delegated authority. There were redundant reviews to land use plans. Confusion seems to exist about how quality control is accomplished. Some District staffs are still operational and duplicate the Resource Area staff despite the fact that Districts now have limited operational roles or responsibilities. Implementation of decisions made at the April 1986 Bureau Management Team meeting and modification of Bureau Manual sections 1212, 1213, and 1214 should clarify some remaining areas of misunderstanding related to roles and responsibilities of the three levels. These clarifications relate mostly to the need for more organizational flexibility to accommodate workload differences and to the avoidance of duplication and overlap between organizational levels. More specific recommendations regarding each organizational level are discussed below.

Recommendations

## A. Resource Areas

The basic roles of the Resource Area have been reaffirmed by the Bureau Management Team decisions and this study. These are:

- Responsible for all local resource management activities which take place within the geographic boundaries of the Resource Area.
- Serves as the primary field contact for the public and provider of resource use information to the public.
- Make multiple-use decisions for resource programs within the resource area boundaries.
- Set priorities and allocate budget and resources based on those priorities.
- Maintain on-the-ground presence to monitor resource conditions, use and protection.

- Prepare land use plans unless a plan extends beyond the boundary of the Resource Area.

Also, additional operating concepts have been identified that will assist Resource Areas to become more efficient and effective. These are:

- More emphasis on placing support functions (personnel, contracting, engineering, etc.) at the District or higher level in order to allow area staffs to concentrate on their primary roles.
- Where a scarce skill or expertise is lacking on a Resource Area staff, assistance and support may be provided by another part of the organization, but the Resource Area Manager would continue to make the resource management decisions.

#### B. District Offices

The role of District Offices should be focused to support and allow Resource Areas to perform their responsibility as on-the-ground managers. (The District Office) through participative management should have the lead to:

- Determine long term management strategy for the district;
- Coordinate District resource programs;
- Set priorities and allocate District budget;
- Provide policy and technical program guidance to Resource Areas;
- Provide for quality control of District programs.

In addition, expanded operating policies have been identified to help the District and Resource Areas meet their responsibilities. These are:

- Provide implementation support for Resource Areas in Administration and Operations functions such as fire control, appraisals, procurement, personnel, records and other, as justified. Some of these functions may also be centralized at higher levels.
- The District is a place for Resource Areas to look for expertise they do not have, such as scarce skills, and these scarce skills people should work for area managers as needed.
- Districts must not duplicate Resource Area work.
- Districts must assure quality control of districtwide work accomplishments.
- Districts must be accountable for the quality of land use plans prepared in Resource Areas and ensure that these plans are consistent with statewide guidance, agreements, and policies.



- Districts should not be operational when the workload in a Resource Area is sufficient to justify placing the skills in the area where the work occurs.

#### C. State Offices

The role of the State Office described in BLM Manual 1212 is, for the most part, appropriate.

The major roles include:

- Establishment, facilitation, and implementation of statewide policy based on interpretation of national policy.
- Monitoring and evaluating program effectiveness to meet State priorities.
- Providing program guidance, direction, and support to subordinate offices without duplicating or overlapping the functions of those offices.
- Providing procedural guidance, technical assistance, and training to the field as needed.
- Performing those operational activities which can be accomplished most efficiently and cost-effectively when centralized.

State Offices must not provide regular review of District Office work, although State Offices may periodically exercise their responsibility to ensure compliance with statewide policy and procedures.

Oversight of land use plans rests with State Offices, as it does with all other programs. Accountability for the quality of land use plans prepared in Resource Areas resides with District Managers. State Offices must provide adequate guidelines and procedures to ensure Districts can achieve quality land use plans and to meet statewide commitments and agreements with some degree of uniformity.

#### Follow-up

Update existing BLM Organizational Manual Sections 1201, 1212, 1213, and 1214.

## ORGANIZATIONAL FLEXIBILITY

### Finding Number 2

All offices have a need to adapt the basic three-tier organization to unique circumstances and workloads. While the basic structure is sound, changing workloads, unique circumstances, and declining budgets indicate that flexibility is needed to create a more efficient organization. This includes consideration of changing District boundaries, consolidating Resource Areas and consolidating divisions at State and District levels. Yet, there is concern that some degree of consistency across State boundaries is necessary so that key Bureau managers are still identifiable to publics and employees and to the Bureau organization in general.

### Discussion

Flexibility should be used only to adapt the organization to the workload -- "form follows function" -- and not be used indiscriminately to fix perceived or undefined problems. Within this concept, it would be acceptable to have different organizational configurations at the same level; that is, each State Office or District may have different combinations of divisions or staff units as function and workload require. In addition, operational capability need not always be decentralized to the Resource Area or, for that matter, to the District Office level, if workload and/or skill requirements dictate otherwise. Some operational capability in certain select areas may be retained at the State Office level because of scarce skill demands or need for senior technical expertise.

Implementation of a different or a more flexible organizational configuration must be investigated carefully and analyzed within relevant considerations. These include:

- Impact of span-of-control and the ability to communicate within the individual divisions and branches.
- Effect on career paths. These may be more difficult to identify with flexible organizations, but career opportunities may actually be expanded.
- Participative Management - participation of all affected organizational levels in the decisions that affect those elements.
- Service to the public.

Officials throughout the Bureau should recognize that organizational flexibility may weaken employee networking. In unparalleled organizations, there may be some barriers to employee networking since counterparts in those organizations will be harder to identify.

There is concern that elimination of key District Management Team members may weaken the integrity of the District Office Management Team. This may be more of a workload impact than an organizational decisionmaking impact. This could also confuse line manager roles when key staff leaders assume stronger roles on the Management Team.



### Recommendations

These recommendations result from decisions made at the Bureau Management Team meeting, as well as from findings of this study.

1. Consolidation of Field Offices (DO's or RA's) should continue to be considered where consolidation would be cost effective, politically acceptable, and provide adequate public service.
2. At the District level, any combination of divisions is acceptable; e.g., Administration and Operations; Minerals and Lands and Renewable Resources. In addition, combination of branches at the District level is acceptable as workload dictates. State Directors have the flexibility to place functions within divisions as workload dictates.
3. At the State Office level, consolidation of the Administration and Operations Divisions is permitted. Consolidation of the Minerals and Lands and Renewable Resources Divisions is not permitted, except as might be authorized by the Director in very unusual circumstances.

Consolidation of branches at the State Office level is acceptable. Lands and Renewable Resources functions may be combined with the State Office Planning and Environmental Coordination Unit, which must retain its identity.

### Follow-up

The Bureau Manuals 1212 and 1213 should be revised to reflect these recommendations. One specific change would be the abolition of mandatory State Office branch titles and configurations.

COMMUNICATIONSFinding Number 3

Some employees lack clear understanding of roles in the field organization. Most employees agreed that the Manuals were generally clear, but that their own roles and their relationship to other employees' roles had not been clearly communicated. Roles were understood best in the Resource Areas and were less clear in District and State Offices.

Discussion

Role confusion exists because there is a lack of vertical and horizontal communication which appears often not to be a function of organization, but of people. After manuals defining roles were "discovered," responses indicated that roles became more clear.

The current organization, with some variation, is patterned after the 1981 studies. The new organization, based on the decisions from the April 1986, Bureau Management Team meeting, will have a great deal of diversity when compared to the current organization. This will occur because organizations will be patterned after local needs, generated by workload and resources. Divisions in the State Offices and District Offices may be combined -- except State Office Minerals and Lands and Renewable Resources -- and functions can be shifted horizontally and vertically to meet local needs. Models will no longer exist with the consistency of the current organization

When organizations become less homogeneous, employees' roles may become less clear and more confused under the current level of effort to gain employee understanding.

Recommendations

As decisions are made to combine staffs and shift functions horizontally and vertically, State organization's Manual supplements should be updated immediately. More importantly, continuing processes to facilitate employee awareness and understanding of roles and their relationships with others, vertically and horizontally, also need to be initiated. Manuals alone will not communicate the necessary understanding.



## DELEGATION AND ROLES

### Finding Number 4

Delegations of authority are clear and basically accepted. Most States have made good progress to delegate authorities to the level where the work is performed. Delegations of authority are clearest at the Resource Area level.

There is strong Bureauwide acceptance of the Resource Area operational role of first line public service.

Roles, responsibilities and functions identified for organization levels in the 1981 studies have not been consistently implemented. The roles appear to be understood in some places and not in others, and there is a need for clarification and reinforcement of the basic concepts. Most notably, roles and responsibilities not directly related to producing operational work are less clear, less understood and more difficult to implement.

### Discussion

Area Managers know their jobs and how to use their authorities. They know what they have to do to get their work done: produce work products or provide public service.

Also, justified operational work performed at the State Office and District Office levels is being accomplished. Delegations, roles, and responsibilities are clear in relation to operational work, but some District Offices continue to perform operational work that could be performed in Resource Areas.

Roles and responsibilities associated with non-operational workloads and public service are another matter. These roles are less understood, less accepted, and more difficult to clarify. Basically, these roles are associated with non-operational tasks such as quality control, program coordination, policy and technical program guidance, policy making, program development and oversight responsibilities. Area offices look upon some of these non-operational tasks as being duplication of their efforts. District Offices view these tasks as being program guidance and control. What area offices view as duplicated roles, District Offices view as justified responsibilities. What District Offices view as quality control, Resource Areas may view as being an expensive and time-consuming review process. There is overlap in these basic role areas, and these non-operational workloads need to be clarified.

Justified operational work is an important and significant task for both the State Office and District Office to perform as identified in the 1981 studies. But when the State Office and District Office become operational, this occurs at the expense of their non-operational roles of quality control/coordination and program roles. Some States are beginning a movement of centralizing certain support functions at the State Office level. This may be a more efficient way to provide some support services. There is concern that services to lower organization levels may be impacted.

### Recommendations

Continue to implement the concepts of decentralized authority as identified in the existing BLM Manual Section 1201.

Renew emphasis and efforts to implement delegations of authority to area managers for resource management decisions reflecting on-the-ground management and service to the public.

On a case-by-case basis, continue to centralize common administrative and support services functions at District Office and State Office locations. Assure that cost savings and efficiencies are the primary factors for centralizing these functions and consider the potential loss of service to the local office when centralization occurs.

Renew the emphasis of the role of District Office Resource Specialists. Assure that duplication of operational roles and responsibilities does not occur between Resource Areas and the District. The District Office staff specialists should be "service oriented" to the Resource Area staffs and "problem solving oriented" to the Resource Area Managers.

Reemphasize the coordination, consistency and problem solving tasks of the District Office staffs and deemphasize routine action review functions.

Problems of role confusion, duplication and nonacceptance of basic organization roles and responsibilities must be identified, negotiated and documented through performance evaluations. Management should continuously communicate and emphasize the basic roles of the organizations.

### Followup

All individual State Office, District Office, and Resource Area roles and functions should be clearly documented in State Office Manual Supplements 1212, 1213, and 1214.



RELATIONSHIP BETWEEN LINE AND STAFFFinding Number 5

Resource management decisions are being made by both line and staff officials. This is particularly true with mineral delegations to Assistant District Managers for Minerals, e.g., Application for Permit to Drill, Environmental Assessments, Categorical Exclusion Review.

Discussion

When the merger with BLM and MMS occurred, two agencies with different organizational structures were joined. The BLM had it's line-staff organization and MMS had a functional organization. In addition, many minerals functions require highly technical skills which were merged into a line-staff organization. It has been a difficult transition that is still occurring. The result is a mixed delegation to District Managers, Area Managers, Assistant District Manager for Minerals and Deputy State Director for Minerals, causing continued confusion among staffs. Staff delegations also exist to individuals for decisions in support functions such as appraisals, patents, administration, minerals technical functions, minerals economic evaluations, and others.

Recommendations

Training and developing skills of managers and staff that will allow full implementation of a line-staff BLM organization should continue. Authority to approve applications for permits to conduct activities that require consideration of multiple-use management concepts and may involve resource trade-offs should reside in line managers. Decisions involving support functions should continue to be performed by staff.

SCARCE SKILLS/ZONED SKILLS/DUAL HAT POSITIONSFinding Number 6

The concept of using scarce skills or zoned skills or dual-hatted positions is sound and should be expanded. In limited cases, the Bureau is not effectively meeting scarce skills needs given current funding constraints. In some instances the skill is over represented and not used full time, and in other instances is not available at all, e.g., two air quality specialists in one State Office, and no similar skill in other State Offices.

Discussion

To facilitate understanding of the following discussion and recommendations, the terms scarce skills, zoned skills and dual-hatted, multi-hatted positions are defined as follows:

- A scarce skill position is a skill which may be shared by one organization level with another.
- Zoned skills are a group of individuals shared across organization levels.
- A dual-hatted/multi-hatted position consists of more than one skill within a single position.

All three techniques are methods of position management.

The consensus in the States visited was that the concept of using scarce skills positions as set forth in the 1981 study is sound, and the Bureau should make as effective use of the concept as possible. Employees were also in favor of dual-hat positions or multi-hat positions where appropriate.

As budgets are tightened and staffs reduced, scarce skill needs can be met through a variety of alternative assignments based on skill needs, workload, and location of the skill. For example: scarce skill needs can be met by assigning the staff specialists at a higher tier in the organization to a lower level, or assigning the specialist at a peer level where utilization would be on a zone basis. In some cases, there was a reluctance to use skills from another office when individuals reported staff work back to the originating office rather than doing staff work for the Area or District Manager where the action occurred.

Resource Area staffs should plan on sharing their scarce skills and resource expertise with other Resource Areas and, at times, participating on the District staff when the District Office does not have the full complement of skills. When skills are being shared, the resource decision remains the responsibility of the Area or District Manager where the work is occurring.



Where common skills exist in both Resource Areas and Districts, e.g., Range Conservationists, District specialists can be viewed as candidates to combine with other common skills into multi-hatted positions. Dual-hat positions in both Areas and Districts are viewed as an effective way to provide staff support under a limited budget. These positions provide job enrichment to affected employees and broaden their opportunities for advancing in the organization. The major concern expressed is that the classification of dual positions does not seem to adequately recognize the skills and knowledge needed to fill such a job.

#### Recommendations

Scarce skills, zoned skills and dual/multi-hat positions are management options that the Bureau should utilize fully. Managers must remain aware of the pitfalls and ensure that specialists are available where and when needed. Specialists and supervisors should remain aware of changing supervisory relationships when on assignments.

The use of scarce skills, zoned skills and multi-hatting positions requires orientation of the employee and line managers.

When scarce skill assignments are made to complete a task, individuals must understand that they are performing staff work for the manager where the action occurs.

#### Follow-Up

Classification standards need to be reviewed and guidance issued, if appropriate, to ensure dual/multi-hat positions are equitably classified.

## PRIORITY/BUDGET SETTING

### Finding Number 7

The setting of priorities within the Bureau is not always based on perceived needs at the field level. Priorities set at the State Office and even District Office level may not reflect resource management needs so much as historical level of funding and present staffing levels.

Managers are not rewarded when savings occur. Dollars are often moved to cover someone else. Incentives to save, and accountability of those who do not save, are missing.

### Discussion

Changes in program thrust at the national level, e.g., energy minerals emphasis, are inevitable, but workloads on-the-ground within these major thrusts must be recognized in the budget allocation process.

The tendency to fund at historical levels or to cover existing staffs removes incentives for managers to become more efficient. Inefficiencies are, in fact, often rewarded by increased or at least maintained funding levels. Managers who can create excess funds by efficient management often find those funds taken from them to "bail out" inefficient managers. The perception of many employees is that if vacant positions are not promptly filled, the positions and funds will be withdrawn. As a result, field managers are reluctant to adjust temporary versus permanent ratios in their workforce in response to seasonal fluctuations in workload.

Besides problems of establishing internal program priorities at the WO level, there is little management deliberation on the allocation of program cost targets. If BLM organizations are to be workload based, and funding for these workload based organizations is to be left to something other than chance, then management must be directly involved in the choice of program priorities and workloads and the allocation of budgets to those chosen priorities. This problem is extremely critical as budgets, and ultimately organizations decrease to unpredictable levels.

### Recommendations

Work priorities should be set by the management team based on resource management need to meet public demand and national priorities consistent with land use plans. Area Managers, District Managers and State Directors should acknowledge that concurrence in a land use plan is a commitment on their part to assign high priority to budgets for land use plan implementation. This must influence the setting of priorities for resource management on a statewide basis.



Preparation of budget justification documents should be team efforts involving participation of Area, District, and State Office representatives, and should reflect priorities established by Bureau and State Management Teams, as well as individual land use plan decisions. Commitment to adjusting workforce size and ratios of temporary to permanent employees must be established at least at the State and preferably at the national levels to avoid penalties for efficient position management at Resource Area and District levels.

Innovation in finding ways to accomplish management more efficiently should be recognized through personal incentives ("at-a-boy") and allocation of budget funding levels. Good position and program management must be rewarded by allowing offices that generate savings to use those savings, not by giving the savings to another office that is not efficient. Performance evaluation processes need to be emphasized more. Penalties should also be imposed for poor position and program management.

## QUALITY CONTROL

### Finding Number 8

There is a general agreement that BLM needs to maintain good quality control, but there is a lack of consistent understanding of what this means.

Some confusion of roles is also evident relative to "who is responsible" for quality control. Duplication also occurs frequently which indicates confusion over role and responsibility.

### Discussion

Quality control is a generic term including a number of different functions, such as evaluations, reviews, audits, visits, inspections, and monitoring, to list only a few. In some cases, adequate quality control is being exercised; but in other cases, the Bureau has become too lax in doing quality control work. However, there is consensus on the need for quality control to assure we are meeting our responsibilities.

This has led to confusion as to which organizational units are responsible for quality control and specifically what kind of quality control.

### Recommendations

Emphasize to all employees that a clear policy statement in the organizational Manual exists.<sup>1</sup> This statement distinguishes between routine quality control to be exercised by the organizational unit responsible for doing the work and that quality control accomplished by the higher levels as a periodic sampling or other type of evaluation of the work that occurs.

Standards and procedures must be established jointly by all levels responsible for quality control. The organizational unit responsible for monitoring quality control should agree on the frequency. In the case of major efforts such as land use plans, each participating office should agree to ongoing assurance of quality control at various stages of the work so as to avoid costly revisions.

<sup>1</sup> BLM Manual 1212.07D, 1213.07D, 1214.07D, Reviews of Management Documents. There must be no required higher level presignature review of actions taken within delegated authorities (i.e., District Offices must not review Resource Area actions on a routine basis if the Area Manager has signatory authority). District officials conduct post-signature review only as a quality control audit. Audit reviews must be limited to the minimum number needed to determine if accepted standards and guidelines are being met. Line managers are expected to remain sensitive to critical decisions and to keep higher level managers informed of decisions. When a line manager has the authority to make a decision, that manager is allowed to exercise that authority. If the nature of the decision is such that an approval signature is required, then only that approval level is involved in reviews.



### BACKGROUND

Major reviews of the Bureau field organizational structure were conducted in 1980-1981. These studies, District Office/Resource Area Organization Report (April 23, 1981) and the State Office Organization Study (October 2, 1981), resulted in subsequent shifts towards a more decentralized organization placing employees closer to work on-the-ground. The three-tier organization was retained with roles defined as follows:

State Office - Establish, facilitate and coordinate implementation of State policy, program monitoring, and evaluation.

District Office - Provide leadership, policy and budget direction, technical assistance, quality control, and administrative and operational support to resource areas.

Area Office - Provide local, daily resource management, public contact resource allocation, and use supervision. Areas would also have the lead role preparing land use plans and EIS's.

The study decisions of 1981 were implemented with varying degrees of success over the following 2-year period. The implementation process was further complicated and curtailed to a large degree due to the BLM/MMS merger in 1983.

For the most part, the desired realignment of personnel among the three tiers of the field structure occurred in line with the study recommendations. This realignment may have been adversely affected by the overall reductions in staff numbers in the last 5 years.

Employee confusion surrounding their roles within the three-tier organization surfaced in 10 General Management Evaluations between 1983 and 1985. During this time, a private contractor conducting a Bureauwide analysis of specific classification standards, found role relationships to be confused, and the current organization contained inherent overlaps in some functions.

A Bureau generated report published in July 1985, Management Issues of the Future, identified a need to conduct a review of the 1981 studies as they pertain to the State, District, and Area Office reorganization effort. This report centered on evolving technological, budget, and programmatic impacts which the Bureau will be facing through the 1980's and into the 1990's. Recent legislative moves towards a balanced budget serve to validate portions of the projections of this report and further dictate the need for a review of field organization and role relationships.

This entire issue was discussed in depth at the Bureau Management Team meeting on November 20, 1985. Recognizing the impacts on the field organization since the completion of the 1981 studies and the apparent changes in budgetary and administrative thrusts which are ahead, the Bureau Management Team agreed that an organization and roles review should be conducted.

ORIGINAL STUDY OBJECTIVES

The Role Clarification Study would assess the effectiveness of program roles assigned to the three-tier organization structure. The study would identify changes which have occurred since the 1981 State, District, and Area Office studies, and also identify new and unresolved role and organization issues and recommend changes.

Specifically, the study would:

- Assess the effectiveness of all Bureau program roles.
- Assess the role relationship impacts of increased workloads and work diversity in energy and minerals programs.
- Determine opportunities for organizational efficiencies based on the analyses of Lands, Renewable Resources, Minerals, Administration and Operations workload impacts.
- Consider the impact of the three-tier organization on employee attitude and motivation.
- Consider the impact of the three-tier organization on services to the public.



### STUDY PLAN

The core team was established to develop the study.

- Al Wright - WO, Management Analyst, (Team Leader)
- Rosamond Warren - DSC, Management Analyst
- Dave Byers - ID SO, Management Analyst
- Geoff Middaugh - NM SO, Supervisory Program Analyst

Ron Fox, WO-830; and Darrel Short, WO-860, assisted the core team in the development and analysis of the study. Three Associate State Directors assisted the team during data collection, analysis, and development of recommendations. Those three associates were:

- Bob Moore, Colorado
- Bill Eikenberry, Wyoming
- Ron Hofman, California

Ed Spang, State Director, Nevada provided a link between the study effort and the Bureau Management Team and the Position and Pay Committee.

Field representatives assisted the core team in gathering and interpreting data findings. Additionally, these personnel provided the necessary field representation needed in developing this study. The program disciplines represented and the individuals who represented these disciplines were:

Minerals - Rick Hunter, Assistant District Manager, Grand Junction District, Colorado

Lands and Renewable Resources - John Moorehouse, Branch Chief, Biological Resources, Montana

Planning - Phil Hamilton, Chief, Planning and Environmental Coordination, Oregon

District Manager, Van Manning, Ukiah DO, California

Area Manager, Jack Kelly, Lander Resource Area, Rawlins District, Wyoming

Administration, Terry Nichols, DSD Administration, Arizona

Operations, Bob Papworth, DSC Operations, Utah

### Scoping

The General Management Evaluations scheduled for California and New Mexico were used as a scoping vehicle to gather initial data for the study. Field interviews were used to measure the extent to which the 1981 decisions relating to major resource program roles have been implemented. Issues tentatively identified were either validated or invalidated and any additional problems with role relationships were identified.

In addition, the team reviewed numerous documents ranging from GME's to contractor's reports, to internal State efforts, to downsize organizations which had potential Bureauwide impact relating to roles. Other ongoing work efforts such as Project Pride were tracked by the Roles Team to maintain awareness of their findings.

### Field Work

In order to reach a maximum number of field personnel, the Roles Study Team used a facilitation process in five States which included approximately 16-20 State personnel at each session. The facilitation process employed a vertical-functional approach in which personnel representing all three levels of the field organization and major program or functional areas provided data for and developed potential functional or organizational models to resolve issues which they identified.

In light of the scope of the Role Clarification Study and the short time frames involved, the facilitation process was tightly structured. The process involved initial identification of issues relating to roles within States by employees in each State group. The criteria for the issues generated were:

- What is working well, why, what can be learned?
- What is not working well, why, what is the magnitude of the problem?

The next step of the process involved breaking State personnel into work groups to propose solutions to problems identified.

The end products of the facilitation sessions were proposals which clarified role relationships through options such as streamlining processes, or increasing efficiencies. Functional and structural realignments were also a part of these proposals.

Immediately following State visits, all team members met in Denver and discussed the findings. The core group synthesized these findings and the team leader presented them to the Bureau Management Team.

Based on instructions from the Management Team, the full study team reconvened and prepared a final report.



DIVISION OF SUPPORT SERVICES	
Manager	GM-0341-14
Law Enforcement	GS-1811-12
Mgt. Analyst/OD	GS-301-12
Secretary	GS-0318-06
Clerk Typist	GS-0322-05

5/16/86  
Recommended Target TO  
3/17/86

Total Staffing:  
130 PFT  
1 PPT  
131

ALMRS Coord. (Lead)	GS-0301-12
Records Auto. Spec.	GS-0301-09

#### APPRAISAL STAFF

Chief Appraiser	GS-1171-13
Appraiser (Montrose)	GS-1171-12
Appraiser (Craig)	GS-1171-12
Appraiser (S.O. East)	GS-1171-12

CONT. TO CADASTRAL

BRANCH OF ADMINISTRATIVE SERVICES	
Admin. Officer	GS-0341-12
Program Analyst	GS-0345-12
Contract Spec.	GS-1102-09
Purchasing Agent	GS-1105-05
Purchasing Agent	GS-1105-05
Secretary	GS-0318-05
Safety and Prop. Mgt.	GS-0301-11
Supply Clerk	GS-2005-06
Copy Equip. Opr.	GS-0350-04

BRANCH OF ENGR/SUPPORT SERVICES	
Branch Chief	GM-0810-13
Hydraulic Engineer	GM-0810-13
C.E. Tech. (Waterpower)	GS-0802-07
Branch Secretary	GS-0318-05
Editorial Asst.	GS-1087-06
ENGINEERING SECTION Seasonals 10	
1/ Supv Civil Engineer	GS-0810-12
2/ Civil Engineer	GS-0810-11
2/ Civil Engineer (G.J.)	GS-0810-11
2/ Civil Engineer (G.J.)	GS-0810-11
2/ C.E. Tech	GS-0802-09
2/ C.E. Tech (G.J.)	GS-0802-09
2/ C.E. Tech (G.J.)	GS-0802-09
2/ C.E. Tech (G.J.)	GS-0802-09
2/ Equip Opr (G.J.)	WG-5716-10
2/ Equip Opr (G.J.)	WG-5716-10
Clerk-Typist (G.J.)	GS-0322-04
ACCESS STAFF	
Realty Specialist (ATROW)	GS-1170-12
2/ Realty Specialist (ATROW)	GS-1170-11
2/ Realty Specialist (M)	GS-1170-11
2/ Realty Specialist (G.J.)	GS-1170-11

#### FIRE/AVIATION SECTION (WSFO)

Supv Fire Mgmt Officer	GS-0401-12
Fire Planning Specialist	GS-0401-11
Fire Mgmt/Aviation Spec	GS-0401-11
Logistics Office Manager	GS-0401-09

#### GIS/GRAPHICS SECTION

Supv Cartographer	GS-1370-12
Cartographer	GS-1370-11
Cartographer	GS-1371-11
Cartographic Tech	GS-1371-09
Cartographic Tech	GS-1371-08
Visual Information Spec	GS-1084-11
3/ Visual Information Spec	GS-1084-11
3/ Cartographic Tech	GS-1371-09

#### BRANCH OF INFORMATION SERVICES

Info. Services Mgr.	GM-0301-13
Mgt. Asst. (Word Proc.)	GS-0344-07
Word Processor Opr.	GS-0303-05

#### COMPUTER OPERATIONS SECTION

Supv. Computer Spec.	GS-0334-12
Computer Spec.	GS-0334-11
Computer Spec.	GS-0334-11
Computer Opr.	GS-0332-05
Data Transcriber	GS-0332-05

#### TELECOMMUNICATIONS SECTION

Communication Mgr.	GS-0391-12
Communication Spec.	GS-0393-12
Elect. Tech. (Jeffco)	GS-0856-11
Elect. Tech. (G.J.)	GS-0856-11
Elect. Tech. (G.J.)	GS-0856-11
Elect. Tech. (S.O.)	GS-0856-11

#### BRANCH OF RECORDS AND PUBLIC SERVICES

Supv. LLE	GS-965-11
Records Manager	GS-305-07
File Clerk	GS-305-05
Mail Clerk	GS-305-04
Legal Clerk (Dockets)	GS-986-05
File Clerk (Dockets)	GS-305-04
File Clerk (Dockets)	GS-305-04

#### LAND STATUS SECTION

Supv.	GS-986-09
Legal Tech.	GS-986-07
Legal Tech.	GS-986-07
3/ Legal Tech.	GS-986-06
3/ Legal Clerk	GS-986-05
3/ Legal Clerk	GS-986-05
Equip. Opr.	GS-350-04
Carto Tech.	GS-1371-09
Carto Tech.	GS-1371-07
3/ Carto Tech.	GS-1371-06
Carto Tech. (PPT)	GS-1371-05
Carto Tech.	GS-1371-07

#### ACCOUNTS/PUBLIC SERVICES SECTION

Supv. Accts Tech	GS-525-09
Acct. Tech.	GS-525-07
Acct. Tech.	GS-525-05
Cash Clerk	GS-530-05
Contact Rep.	GS-962-07
Contact Rep.	GS-962-07
Contact Rep.	GS-962-05
Lead Convey. Clk.	GS-963-06
Convey. Clk.	GS-963-05
Convey. Clk.	GS-963-05

\*With centralization of Engineering, C.E. Techs, Access, and Force Account.  
1/ This position will be supervisory if C.E. Techs. are centralized.  
2/ Persons presently on District or Area Office staff, centralization would bring them to State Office staff, some to Denver, some to G.J. and one Realty Spec. to Montrose. These positions are not considered in the Summary of Reductions. Funding will be from Benefitting Subactivities.  
3/ Based on reimbursable workload from SC, FS, and others.

All Position Grades are tentative and are subject to classification review and determination



3/17/86

## SUMMARY OF REDUCTIONS

OFFICE: Colorado State BLM

Reduction	10/1/84	9/30/87	percent
Positions:			
PFT	<u>691</u>	<u>475</u>	<u>-31.3%</u>
Other	<u>41</u>	<u>40</u>	<u>0%</u>
Funding Summary:			
Salary Cost	<u>\$ 17,616.9</u>	<u>\$ 12,173.4</u>	<u>-30.9%</u>
Operating Costs	<u>\$ 6,272.0</u>	<u>\$ 4,427.6</u>	<u>-29.4%</u>
TOTAL	<u>\$ 23,888.9</u>	<u>\$ 16,601</u>	<u>-30%</u>
	(FY 1985 base)	(FY 1988 target)	
Supervisor-employee ratio:	<u>1:5.1</u>	<u>1:6.2</u>	<u>+22%</u>
Average Grade	<u>9.8</u>	<u>9.2</u>	<u>-6.1%</u>

Enclosure 4



3/17/80

## SUMMARY OF REDUCTIONS

OFFICE: State Director

Reduction	10/1/84	9/30/87	percent (increase)
Positions:			
PFT	<u>19</u>	<u>9</u>	<u>- 57.9%</u>
Other	<u>1</u>	<u>0</u>	<u>100%</u>
Funding Summary:			
Salary Cost	<u>\$ 705.2</u>	<u>\$ 283.3</u>	<u>- 61%</u>
Operating Costs	<u>\$ 95.0</u>	<u>\$ 20.0</u>	<u>- 78.9%</u>
TOTAL	<u>\$ 800.2</u>	<u>\$ 303.3</u>	<u>- 62.1%</u>
	(FY 1985 base)	(FY 1988 target)	
Supervisor-employee ratio:	<u>1:6</u>	<u>1:4</u>	<u></u>
Average Grade	<u>11.2</u>	<u>10.3</u>	<u></u>

Enclosure 4

OFFICE OF STATE DIRECTOR  
(Includes EEO Functions)  
(4)

PUBLIC AFFAIRS  
STAFF

(4)

Functions:

Public Affairs  
Volunteers



3/17/86

## SUMMARY OF REDUCTIONS

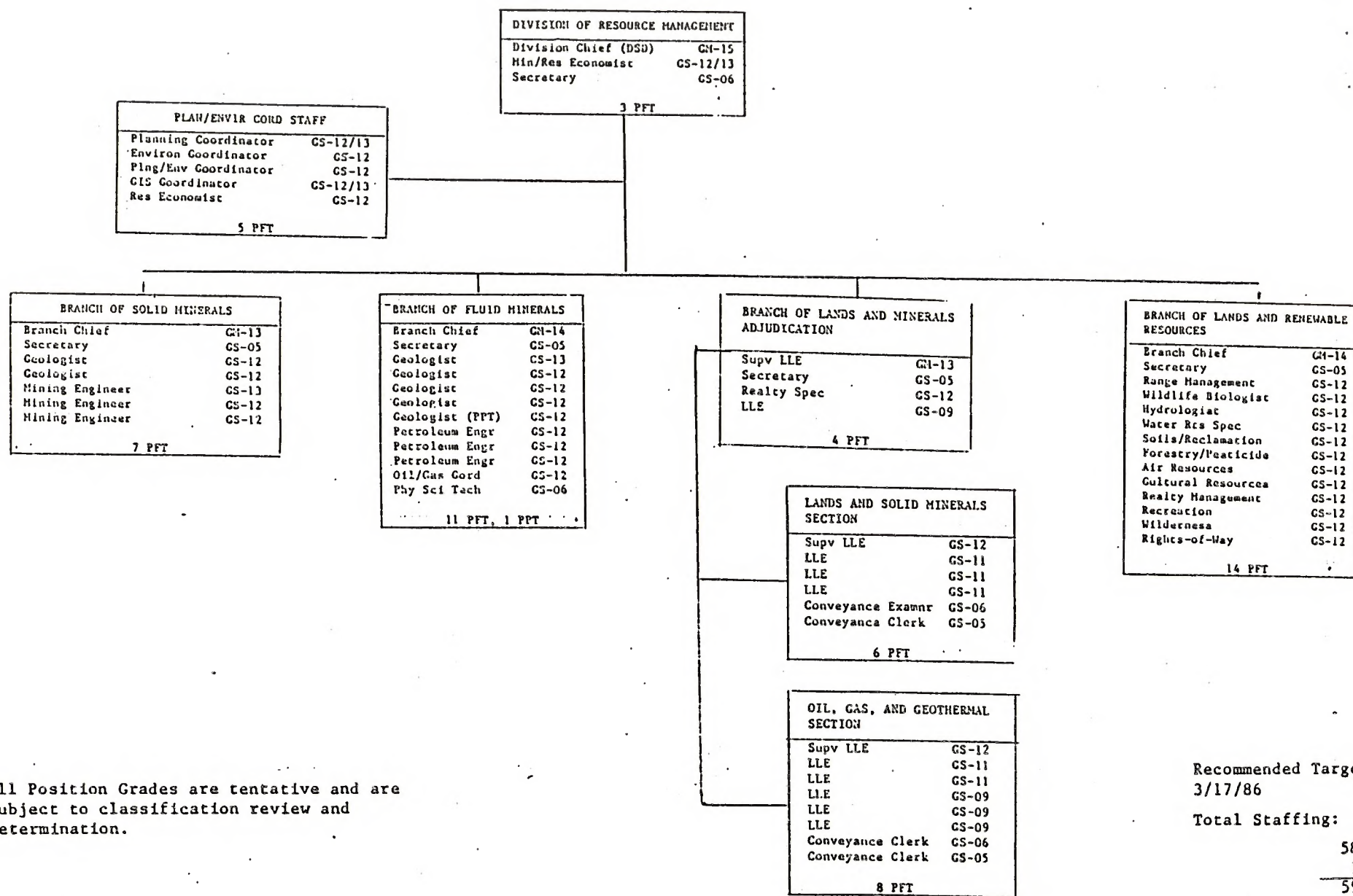
OFFICE: DIVISION OF RESOURCE MANAGEMENT

Reduction	10/1/84	9/30/87	percent (increase)
Positions:			
PFT	<u>85</u>	<u>58</u>	<u>          </u>
Other	<u>4</u>	<u>1</u>	<u>          </u>
Funding Summary:			
Salary Cost	\$ <u>2,509,600</u>	\$ <u>1,658,257</u>	<u>          </u>
Operating Costs	\$ <u>610,051</u>	\$ <u>385,115</u>	<u>          </u>
TOTAL	\$ <u>3,119,651</u> (FY 1985 base)	\$ <u>2,043,372</u> (FY 1988 target)	<u>- .345</u>
Supervisor-employee ratio:	<u>1:6</u>	<u>1:7</u>	<u>          </u>
Average Grade	<u>10</u>	<u>11</u>	<u>          </u>

Enclosure 4

3/17/86

3/17/86



All Position Grades are tentative and are subject to classification review and determination.

Recommended Target TO  
3/17/86  
Total Staffing: . . .

58 PFT  
1 PPT  
59



Option 2: Workload Emphasis

Division of Resource Management  
(For "Lands & Renewable" sections only.)

Assumes: Strong RA's Staffing  
Weak DO's Staffing  
Adequate SO Staffing

Plan/Envir. Cord. Staff

Branch Chief	GM-13
Secretary	GS-5
Planning Coordinator	GS-12
Environ Coordinator	GS-12
Plan/Env Coordinator	GS-12
Res Economist	GS-12
GIS Coordinator	GS-12/13

7 PFT

Branch of Lands & Renewable  
Resource Programs

Branch Chief	GM-13
Secretary	GS-5
Range Management	GS-12
Wildlife Management	GS-12
Hydrologist/Salinity	GS-12
Recreation	GS-12
Wilderness	GS-12
Cultural Resource	GS-12
Lands & Realty	GS-12
Rights-of-Way	GS-12

10 PFT

*program mgmt*

Branch of Lands & Renewable  
Resource Operations

Branch Chief	GM-13
Secretary	GS-5
Range Management	GS-11/12
Wildlife/Fisheries/Botanist	GS-11/12
Hydrologist	GS-11/12
Water Rights Specialist	GS-12
Soils/Reclamation	GS-12
Forestry/Pesticides	GS-12
Air Resources	GS-12
Cultural Resource	GS-11/12
Realty/Rights-of-Way	GS-11/12
Recreation/Wilderness	GS-11/12

12 PFT

*Quality Control  
Tech. Review*

Comparison with:

-Option 1 - Budget Emphasis  
(29-19=+10)

- Existing CO-930 Organization  
(29-28=+1)

Total L&RR Staffing:

29 PFT

3/17/86

## SUMMARY OF REDUCTIONS

OFFICE: DIVISION OF SUPPORT SERVICES

Reduction	10/1/84	9/30/87	percent (increase)
Positions:			
PFT	<u>163 <sup>1/</sup></u>	<u>126 <sup>1/</sup> <sup>2/</sup></u>	<u>23%</u>
Other	<u>2</u>	<u>1</u>	<u>50%</u>
Funding Summary:			
Salary Cost	<u>\$ 3605.2</u>	<u>\$ 3033.4</u>	<u>16%</u>
Operating Costs	<u>\$ 2721.0</u>	<u>\$ 2307.6</u>	<u>15%</u>
TOTAL	<u>\$ 6326.2</u> (FY 1985 base)	<u>\$ 5341</u> (FY 1985 target)	<u>16%</u>
Supervisor-employee ratio:	<u>1:5</u>	<u>1:6</u>	
Average Grade	<u>9.4</u>	<u>9.9</u>	

1/ Does not include Personnel2/ Includes centralization of Engineering



3/17/86

REPRESENTS DIVISION OF ADMINISTRATION  
REDUCTIONS PRIOR TO 2/3-5/86 MEETING  
GUIDANCE ON BRANCH OF INFORMATION STAFF-  
ING AND FIXED COSTS

## SUMMARY OF REDUCTIONS

1/ OFFICE: Division of Support Services

Reduction	<u>2/ 10/1/84</u>	<u>3/ 9/30/87</u>	percent
Positions:			
PFT	<u>163</u>	<u>112</u>	<u>-31.3%</u>
Other	<u>2</u>	<u>1</u>	<u>-50%</u>
Funding Summary:			
Salary Cost	<u>\$ 3605.2</u>	<u>\$ 2739.9</u>	<u>-24%</u>
Operating Costs	<u>\$ 2721.0</u>	<u>\$ 1800.0</u>	<u>-34%</u>
TOTAL	<u>\$ 6326.2</u> (FY 1985 base)	<u>\$ 4539.9</u> (FY 1988 target)	<u>-28.3%</u>
Supervisor-employee ratio:	<u>                    </u>	<u>                    </u>	<u>                    </u>
Average Grade	<u>                    </u>	<u>                    </u>	<u>                    </u>

1/ Personnel salary and operating costs are not included.

2/ 10/01/84 represents centralization of Engineering and Appraisal to the State Office.

3/ 09/30/87 represents a 30% reduction in staffing in Branch of Information Services and a 30% reduction in all fixed costs for CO-950.

Enclosure 4

# DIVISION OF SUPPORT SERVICES

Manager	GS-0341-14
Law Enforcement	GS-1811-12
Mgt. Analyst/OO	GS-301-12
Secretary	GS-0318-06
Clerk Typist	GS-0322-03

Recommended Target TO  
3/17/86

Total Staffing:  
126 PFT  
1 PPT  
127

ALMERS Coord. (Lead)	GS-0301-12
Records Auto. Spec.	GS-0301-03

## APPRAISAL STAFF

Chief Appraiser	GS-1171-12
Appraiser (Montrose)	GS-1171-12
Appraiser (Craig)	GS-1171-12
Appraiser (S.O. East)	GS-1171-12

CONT. TO CADASTRAL

## BRANCH OF ADMINISTRATIVE SERVICES

Admin. Officer	GS-0341-12
Program Analyst	GS-0343-12
Contract Spec.	GS-1102-09
Purchasing Agent	GS-1105-05
Purchasing Agent	GS-1105-05
Secretary	GS-0318-05

Safety and Prop. Mgt.	GS-0301-11
Supply Clerk	GS-2005-06
Copy Equip. Opr.	GS-0330-04

## BRANCH OF ENGR/SUPPORT SERVICES

Branch Chief	GS-0810-12
Hydraulic Engineer	GS-0810-12
C.E. Tech. (Waterpower)	GS-0802-07
Branch Secretary	GS-0318-05
Clerk Typist	GS-0322-03

### ENGINEERING SECTION

1/ Supv Civil Engineer	GS-0810-12
2/ Civil Engineer	GS-0810-11
2/ Civil Engineer (G.J.)	GS-0810-11
2/ C.E. Tech (G.J.)	GS-0802-09
2/ C.E. Tech (G.J.)	GS-0802-09
2/ Equip Opr (G.J.)	WG-5716-10
2/ Equip Opr (G.J.)	WG-5716-10

### ACCESS STAFF

Realty Specialist (ATRGW)	GS-1170-12
2/ Realty Specialist (ATRGW)	GS-1170-11
2/ Realty Specialist (M)	GS-1170-11
2/ Realty Specialist (G.J.)	GS-1170-11

### FIRE/AVIATION SECTION (USFO)

Supv Fire Mgmt Officer	GS-0401-12
Fire Planning Specialist	GS-0401-11
Fire Mgmt/Aviation Spec	GS-0401-11
Logistics Office Manager	GS-0401-09

### GIS/GRAPHICS SECTION

Supv Cartographer	GS-1370-12
Cartographer	GS-1370-11
Cartographer	GS-1371-11
Cartographic Tech	GS-1371-09
Cartographic Tech	GS-1371-09
Visual Information Spec	GS-1084-11
3/ Visual Information Spec	GS-1084-11
3/ Cartographic Tech	GS-1371-09

## BRANCH OF INFORMATION SERVICES

Info. Services Mgr.	GS-0301-13
Mgt. Asst. (Word Proc.)	GS-0344-07
Word Processor Opr.	GS-0303-05

### COMPUTER OPERATIONS SECTION

Supv. Computer Spec.	GS-0334-12
Computer Spec.	GS-0334-11
Computer Spec.	GS-0334-11
Computer Opr.	GS-0332-05
Data Transcriber	GS-0332-05

### TELECOMMUNICATIONS SECTION

Communication Mgr.	GS-0391-12
Communication Spec.	GS-0393-12
Elect. Tech. (Jeffco)	GS-0856-11
Elect. Tech. (G.J.)	GS-0856-11
Elect. Tech. (G.J.)	GS-0856-11
Elect. Tech. (S.O.)	GS-0856-11

## BRANCH OF RECORDS AND PUBLIC SERVICES

Supv. ILE	GS-965-11
Records Manager	GS-305-07
File Clerk	GS-305-05
Mail Clerk	GS-305-04
Legal Clerk (Dockets)	GS-986-05
File Clerk (Dockets)	GS-305-04
File Clerk (Dockets)	GS-305-04

### LAND STATUS SECTION

Supv.	GS-986-09
Legal Tech.	GS-986-07
Legal Tech.	GS-986-07
3/ Legal Tech.	GS-986-06
3/ Legal Clerk	GS-986-05
3/ Legal Clerk	GS-986-05
Equip. Opr.	GS-350-04
Carto Tech.	GS-1371-09
Carto Tech.	GS-1371-07
3/ Carto Tech.	GS-1371-06
Carto Tech. (PPT)	GS-1371-05
Carto Tech.	GS-1371-07

### ACCOUNTS/PUBLIC SERVICES SECTION

Supv. Accts Tech	GS-525-09
Acct. Tech.	GS-525-07
Acct. Tech.	GS-525-05
Cash Clerk	GS-530-05
Contact Rep.	GS-962-07
Contact Rep.	GS-962-07
Contact Rep.	GS-962-05
Lead Convey. Clk.	GS-963-06
Convey. Clk.	GS-963-05
Convey. Clk.	GS-963-05

\*With centralization of Engineering, C.E. Techs, Access, and Force Account.  
1/ This position will be supervisory if C.E. Techs. are centralized.  
2/ Persons presently on District or Area Office staff, centralization would bring them to State Office staff, some to Denver, some to G.J. and one Realty Spec. to Montrose. These positions are not considered in the Summary of Reductions. Funding will be from Benefitting Subactivities.  
3/ Based on reimbursable workload from SC, FS, and others.

All Position Grades are tentative and are subject to classification review and determination



BRANCH OF CADASTRAL SURVEY

Branch Chief GM-1373-14  
Program Coordinator GS-1373-12  
Secretary GS-0318-05

PROJECT OPERATIONS SECTION

Section Chief GM-1373-13  
Safety Technician GS -3

FIELD SURVEY SECTION

Section Chief GM-1373-13  
Secretary GS-0318-05\*

OFFICE ENGINEERING SECTION

Section Chief, GM-1373-13  
Secretary GS-0318-05  
Land Surveyor GS-1373-12

REIMBURSABLE PROJECT UNIT

Supv. Land Surv. GS-1373-12  
Land Surveyor GS-1373-11  
Land Surveyor GS-1373-11  
Land Surveyor GS-1373-09  
Land Surveyor GS-1373-09\*  
Land Surveyor GS-1373-09\*  
Land Surveyor GS-1373-5/7/9

FRONT RANGE UNIT

Supv. Land Surv. GS-1373-12  
Land Surveyor GS-1373-11  
Land Surveyor GS-1373-09\*  
Land Surveyor GS-1373-09  
Land Surveyor GS-1373-09

PLAT DRAFTING/GCDB UNIT

Supv. Land Surv. GS-1373-12  
Geodesist/Land Surveyor GS-1373-12  
Land Surveyor GS-1373-11  
Land Surveyor GS-1373-11  
Land Surveyor GS-1373-7/9  
Carto. Technician GS-1371-8/9  
Carto. Technician GS-1371-07\*

COOPERATIVE PROJECTS UNIT

Supv. Land Surv. GS-1373-12  
Land Surveyor GS-1373-11  
Land Surveyor GS-1373-11  
Land Surveyor GS-1373-11  
Land Surveyor GS-1373-11  
Land Surveyor GS-1373-11\*  
Land Surveyor GS-1373-11

GEORGETOWN PROJECT OFFICE

Land Surveyor GS-1373-12\*  
Land Surveyor GS-1373-11  
Land Surveyor GS-1373-09

SURVEY RETURNS UNIT

Supv. Land Surv. GS-1373-12  
Land Surveyor GS-1373-11  
Land Surveyor GS-1373-11  
Land Surveyor GS-1373-11\*  
Land Records Tech. GS-0303-09\*  
Editorial Asst. GS-1087-06\*  
Editorial Asst. GS-1087-06

WEST SLOPE UNIT

Supv. Land Surv. GS-1373-12  
Land Surveyor GS-1373-11  
Land Surveyor GS-1373-11  
Land Surveyor GS-1373-11  
Land Surveyor GS-1373-09  
Land Surveyor GS-1373-07/09  
Land Surveyor GS-1373-07/09\*

ALL POSITIONS SHOWN ARE PFT

FY-85 Position Base 60 PFT  
+1 Carto Position .1 PFT  
39 Seasonals  
TOTAL FY-85 BASE FTE 100

TARGET T/O POSITIONS 42 PFT  
26 Seasonals  
TARGET T/O FTE'S 68

\*These ten positions will be added to if and when Reimbursable, Contributed or Transfer funds develop. We see current discussions with the oil industry leading to a request for a large-scale resurvey on the Ute Mtn. Ute Indian Reservation. Reimbursable, Contributed, and Transfer fund should maintain their current FY-86 levels.

DRAFT FUNCTIONAL STATEMENTS - DIVISION OF SUPPORT SERVICESFunctional Statement  
Appraisal Staff

The Appraisal Staff is responsible for the preparation and approval of all appraisals for fair market value of real estate or interests in real estate that might be used by Colorado State Office BLM management. The appraisals for fair market value must by law or regulation be used as a basis of any acquisition, exchange, or disposal (sale or authorized use) of public lands under their jurisdiction or private lands or interests in private lands that might be added to that jurisdiction.

## BRANCH OF ENGINEERING AND SUPPORT SERVICES

Functional Statement  
Access Program

The access program is responsible for acquiring legal access or rights to cross non-federal lands for the purpose of accomplishing the missions of the Bureau, which are primarily multiple use and sustained yield. The Bureau is authorized to acquire access by purchase exchange, donation or eminent domain. Access is necessary to support various BLM programs e.g., range, minerals, timber, recreation, wildlife and wild horse management. The nature and degree of rights to be acquired vary on case by case basis, however, the general policy in Colorado is to acquire exclusive rights, which include rights for the public in general.

Functional Statement  
GIS/Graphics Section

The proposed allocation of cartographic and graphic positions is intended to carry-out the following requirements.

1. Technical coordination of mapping, graphic, typographic, remote sensing (including aerial photography), photogrammetric, and printing requirements and support services between CSO, SC, FS, and commercial suppliers.
2. Operation of the Geographic Information System (GIS) by in-house expertise to ensure CSO control over application of the system from project conception to initial output preparation for public distribution.



3. Preservation of capabilities that will allow CSO, SC, and FS to achieve cost efficiencies through shared services by passing work between offices, to exploit our interdependencies, with fall-back position to eventual physical consolidation of facilities.

The Supervisory Cartographer position is necessary for personnel and workload management of the section and for technical coordination (State Office Mapping Sciences Coordinator duties, per BLM 9670 manual series). A broader coordination function is necessary to get services from SC, FS, and commercial suppliers. CSO control over GIS operational application and output, is necessary for CSO to continue functions currently assigned to this element (project design and automated analysis support). The Visual Information Specialists and remaining Cartographic Technician will provide the workforce to support CSO, SC, and FS with shared services in unique capabilities, and to accomplish initial output product preparation for the CSO GIS.

The GIS and Graphic Support assets are best situated in the Branch of Engineering and Support Services for the following reasons:

1. This would provide programmatic, technical, and managerial continuity since Mapping Sciences is located under Engineering at the Washington Office.
2. The diverse support service concept of the Branch would allow effective monitoring, awareness, and response to the needs of field offices which will be accentuated as they also undergo workforce/capability reductions.

#### Functional Statement Fire and Aviation Management Staff

The role of the State Office Fire and Aviation Management Staff is to provide statewide policy development, program direction, and operational assistance for Fire management (planning, prescribed burning, fire ecology, etc.), suppression, and aviation programs. Through functional delegation, direct line authority is exercised for fire suppression operations during strength-of-force periods. Inter-district and interagency logistical support, technical assistance, coordination, and training for fire and aircraft operations is provided on the western slope of Colorado, in the Rocky Mountain Region through coordination with JEFFCO, and nationally through coordination with BIFC.

#### Functional Statement Waterpower

The waterpower program provides resource specialist for the reservoir and waterpower mission of the Bureau. They serve six state offices and provide engineering assessment and resource advocacy for a scarce and nationally valuable resource. They have an MBO mandate for withdrawal review of waterpower classifications in 14 states by 1990.



Functional Statement  
Engineering Section

The Engineering Section will be responsible for statewide AWP programming, quality control, policy, guidance, dam safety, transportation management, construction, maintenance, inspection, and COR certification programs. This Section will take the lead for the construction and maintenance programs statewide and will perform planning, budgeting, and implementation for these programs. They will be lead over the Civil Engineering Technicians and the Force Account program statewide and furnish, with the Technicians, design and survey for all the construction, maintenance and easement programs. The E.E. Technicians will perform the surveys with summer temps and will perform tasks related to planning and design for projects statewide. The civil engineer and the two CETs located in Grand Junction will concentrate their efforts in the western portion of the state and will perform as leader of Force Account. The Civil Engineer and CETs in Denver will perform mostly in the east side of the state; but all the engineering section will at times perform statewide.

Revised Functions and Comments  
BRANCH OF CADASTRAL SURVEY

Existing functional statements are still correct except for the following additions:

1. Cadastral Plat Drafting will be performed in the new Plat Drafting/GCDB Unit. We have moved Mart Tanner and his position into this Unit.
2. Geographic Coordinate Data Base calculations, control surveys and data base management will be done in the Plat Drafting/GCDB Section. This abolishes the Special Survey Unit.
3. Even though we are asked to project a reduction in Forest Service transfer funds, we believe funding will increase above previous levels due to a reduction in Forest Service in-house capability. At a meeting in March 1986, Forest Service managers indicated that their survey funding will be reduced in Fiscal Year 1987, but the Bureau's portion will mostly likely increase at that time.
4. In the reimbursable program, we are working with construction funds which are tied to project designs. If projects are funded, they will be based on our estimate of survey and are not subject of 34.5 percent reduction. Fiscal Year 1986 funding is now above Fiscal Year 1985 funding levels.
5. Contributed funds are also based on projects and private interests, and thus are not subject to 34.5 percent reductions.

We have met with a representative of Wintershall Oil Company. The Company has a ten-year lease with the Ute Mountain Ute Indian Reservation. The representative indicated that they (Wintershall) were interested in contributing funds for surveys on the reservation and is presently arranging a meeting between Cadastral Survey and officials of the company for preliminary discussions on executing an agreement for the surveys.



6. We are creating a Georgetown Project Office with a Land Surveyor GS-1373-12 in charge. It has been our belief for a long time that, due to the technical difficulty and scope of this project, it ought to be a full-fledge Project Office. This would free up the Front Range Unit Chief to handle a wider area of responsibility. In Fiscal Year 1985, we had two other major projects of over \$100,000 funding in the Front Range.

Functional Statement  
BRANCH OF RECORDS AND PUBLIC SERVICES

The functions of this Branch are:

To serve the public with information and assistance.

To create, update and maintain the public lands and minerals records including the SIMO.

To maintain the accounting system for the state, including MMS.

To accept incoming mail and distribute accordingly.

Functional Statement  
BRANCH OF ADMINISTRATIVE SERVICES

The functions of the Branch are:

Provide statewide guidance and coordination for all phases of the Bureau Budget cycle

Provide contract support and guidance for all offices in the state for contracts under \$25,000 and act as coordination point for all contracts over \$25,000 that are awarded by DSC. Provide contracting officers as necessary.

Handle all small purchases, imprest fund, and travel arrangements for the State Office.

Responsible for all aspects of property management including space and vehicles, in the state.

Supports the day to day operations of the State Office by maintaining the supply room, providing vehicles, providing duplicating services for major projects, and maintaining contact with building owners.

## SUMMARY OF REDUCTIONS

OFFICE: CO-010

Reduction	10/1/84	9/30/87	percent
			<del>(+150)</del>
Positions:			
PFT	<u>141</u> (160)*	<u>95</u>	<u>-33</u> <del>(-41)</del> <sup>32%</sup>
Other	<u>15</u> (10)*	<u>25</u>	<u>+66</u> <del>(+150)</del>
Funding Summary:			
Salary Cost	<u>\$ 3.5</u>	<u>\$ 2.4</u>	<u>-31%</u> ✓
Operating Costs	<u>\$ 1.2</u>	<u>\$ .7</u>	<u>- 42%</u>
TOTAL	<u>\$ 4.7</u> (FY 1985 base)	<u>\$ 3.1</u> (FY 1988 target)	<u>- 34%</u>
Supervisor-employee ratio:	<u>1:4</u>	<u>1:8</u>	<u>100</u>
Average Grade	<u>10</u>	<u>9</u>	<u>-10</u>

\*Numbers from T.O. submitted to CSO on 10/1/84 for AdOps Meeting. Why is there this much difference between what we were originally given from the SO and our figures?

Enclosure 4



## CRAIG DISTRICT

District Manager GM-14-P (4.5 PFT)  
 Regional Economist GS-11-P (1/2 position)  
 Writer Ed./Pub. Relations GS-11-P  
 Planning Coord. GS-11-P  
 Environmental Coord. GS-11-P

DIVISION OF LANDS AND  
RENEWABLE RESOURCES (7 PFT)

ADM L&RR GS-12-P  
 NRS Generalist GS-11-P  
 NRS Soils GS-11-P  
 NRS Hydrologist GS-11-P  
 NRS Use Spec. GS-11-P  
 Land Law Exam. GS-09-P  
 Misc. Doc. Exam. GS-06-P

POSITION SUMMARY:

FY 1985 Position Base

141 PFTs  
 \_\_\_\_\_ PP  
 \_\_\_\_\_ WAE  
 \_\_\_\_\_ Seasonal  
 \_\_\_\_\_ Temporary

Total FY 1985 Base FTEs: 156

Target TO Positions

94.5 PFTs  
1 PPT  
9 WAE  
15 Temporary

Total Target TO FTEs: 109

DIVISION OF ADMIN./OPERATIONS  
(22 PFT, 4 T, 1 WAE)

ADM Admin./Ops GM-13-P  
 ADM Services Tech GS-07-P  
 ADP Coord. (Staff Chief) GS-11-P  
 Comp. Spec. GS-09-P  
 Comp. Tech. GS-5/6/7-P  
 GIS Coord. GS-11-P  
 Data Entry Clerk GS-04-P  
 Purchasing Agent GS-06-P  
 Branch - Admin. Support  
 Chief/Budget Anal. GS-09-P  
 Lead Clerk/Trng./Steno GS-06-P  
 Accounting Tech GS-05-P  
 Mail/File Clerk GS-04-T  
 Records Manager GS-05-P  
 Receptionist GS-04-P  
 Ck/Typist WP GS-04-P  
 Ck/Typist WP GS-04-P  
 Mail File SIS (5 WM) GS-01-T  
 Ck/Typist SIS (5 WM) GS-01-T  
 Branch of Operations

Chief GS-12-P  
 Elec Tech GS-11-P  
 FMO GS-11-P  
 FCO (8 WM) GS-09-WAE  
 Civil Eng. Tech GS-09-P  
 Dispatcher (6 WM) GS-06-T  
 Gen. Supply/Warehouse GS-09-P  
 Custodial WG-01-P  
 Bldg. Maint. Worker WG-06-P

DIVISION OF MINERALS (10 P)

ADM Minerals GS-12-P  
 Phys. Scien. Tech GS-05-P  
 Pet. Engineer GS-11-P  
 Pet. Engineer GS-11-P  
 Apps. Examiner GS-06-P  
 Mining Eng. GS-11-P  
 Mining Eng. GS-11-P  
 Geologist GS-11-P  
 Geologist GS-11-P  
 Geologist GS-11-P

District Office:

43.5 PFT  
4 Temps. 26 WMs  
1 WAE 8 WMs

Target TO: 46.9

3/12/86

# CRAIG DISTRICT

## Kremmling Resource Area

Area Manager	GS-12-P
Admin. Services Clerk	GS-05-P
Data Apps. Clerk	GS-05-PPT-8WM
Surface Prot.	GS-11-P
Realty Specialist	GS-11-P
Recreation Planner	GS-11-P
Forestry Work Leader	GS-11-P
Forester/Data Apps. Spec	GS-09-P
Range Work Leader	GS-11-P
Range Con.	GS-09-P
Wildlife Biol.	GS-11-P
Archaeologist	GS-09-WAE-6WM
Biol. Stat	GS-07-WAE Range/Wildlife/Hydro Monitoring 6WM
Biol. Stat	GS-07-WAE Range/Wildlife/Hydro Monitoring 6WM
Biol. Stat	GS-07-WAE Range/Wildlife/Hydro Monitoring 6WM
Recreation Tech	GS-07-T-5WM
Forestry Tech.	GS-07-T-4WM
Engineering Tech.	GS-07-T-4WM

### POSITION SUMMARY:

Target TO Positions

10	PFT
3	Temps
1	PPT
4	WAE

13	WMs
8	WMs
24	WMs

Total Target TO FTEs

14.5



## CRAIG DISTRICT

## Little Snake Resource Area

Area Manager	GS-12-P
Admin. Services Ck.	GS-05-P
Clerk/Typist	GS-04-P
Nat. Res. Spec.	GS-11-P
Geologist	GS-9/11-P
Pet. Eng. Tech	GS-10-P
Pet. Eng. Tech	GS-10-P
Data Appl. Spec./GIS	GS-7/9-P
Multi-Res. Staff Leader	GS-12-P ✓
Realty Specialist	GS-11-P
Forester/Recreation	GS-11-P
Archaeologist	GS-7/9-P
Wildlife Biologist	GS-11-P
Natl. Res. Spec./P&EC	GS-7/9-P
Range Conservationist	GS-11-P
Range Conservationist	GS-7/9-P
Range Conservationist	GS-7/9-P
Range Tech	GS-07-WAE-8WM
Engineering Tech	GS-07-WAE-8WM
Range Con	GS-07-T-4WM
Recreation Tech	GS-07-T-4WM
Clerk/Typist	GS-03-T-2WM
Wildlife	GS-07-T-4WM
Hydro	GS-07-T-4WM

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POSITION SUMMARY:

Target TO Positions	<u>17</u> PFT		
	<u>5</u> Temps	<u>18</u> WMs	
	<u>2</u> WAE	<u>16</u> WMs	
Total Target TO FTEs	<u>20.4</u>		

## CRAIG DISTRICT

## White River Resource Area

Area Manager	GM-13-P
Env. Prot. Spec./Team Leader	GS-11-P
Data Appl./Env. Prot. Spec.	GS-11-P
Admin. Services Clerk	GS-05-P
Editorial Clerk	GS-04-P

MULTI-RESOURCE STAFF

Staff Leader	GS-12-P
Lead Range Con.	GS-11-P
Range Con./Wild Horse	GS-11-P
Range Con.	GS-09-P
Archaeologist	GS-11-P
Wildlife Biol.	GS-11-P
Forester/Rec. Planner	GS-11-P
Hydrologist/Soils	GS-11-P

REALTY/MINERALS STAFF

Staff Leader	GS-12-P
Realty Specialist	GS-11-P
Realty Specialist	GS-09-P
Realty Specialist	GS-09-P
Misc. Doc. Spec.	GS-05-P
Surf. Rec. Spec.	GS-11-P
Surf. Rec. Spec.	GS-09-P
Geol/Mining Eng.	GS-11-P
Pet. Eng. Tech	GS-10-P
Pet. Eng. Tech	GS-10-P
Minerals Clerk	GS-04-P

Range Con	GS-7/9-T-6WM
Range Tech	GS-7/9-WAE-8WM
Archaeologist	GS-7/9-T-6WM
Recreation Tech.	GS-7/9-T-4WM
Engineering Tech	GS-9/10-WAE-8WM

POSITION SUMMARY:

Target TO Positions	24 PFTs	
	3 Temps	16 WMs
	2 WAE	16 WMs
Total Target TO FTEs	27.2	from 34



## SUMMARY OF REDUCTIONS

OFFICE: Montrose

Reduction	10/1/84	9/30/87	percent (increase)
Positions:			
PFT	<u>96</u>	<u>63</u>	<u>34%</u>
Other	<u>14</u>	<u>4</u>	<u>71%</u>
Funding Summary:			
Salary Cost	<u>\$ 2.440 million</u>	<u>\$ 1.639 million</u>	<u>33%</u>
Operating Costs	<u>\$ .827 million</u>	<u>\$ .501 million</u>	<u>39%</u>
TOTAL	<u>\$ 3.267 million</u> (FY 1985 base)	<u>\$ 2.140 million</u> (FY 1988 target)	<u>34.5%</u>
Supervisor-employee ratio:	<u>5.33</u>	<u>5.90</u>	<u>(10%)</u>
Average Grade	<u>9.104</u>	<u>9.109</u>	<u>-</u>

Enclosure 4

# MONROSE DISTRICT TARGET ORGANIZATION

February 1986

## MONROSE DISTRICT

District Manager GS-14P

RESOURCE SERVICES	
Div Chief	GS-12P
Hydro/Soils	GS-11P
Realty/LIE	GS-11P
Biological Coord.	GS-11P
Realty (ATROW)	GS-11P
Physical Res Coord	GS-11P
Misc Doc Exam	GS- 6P
*FCO (WAE)	GS- 7W

ADMINISTRATION	
Div Chief	GS-11P
Computer Spec	GS-11P
Program Analyst	GS- 9P
Safety & Prop Tech	GS- 7P
Maintenance Worker	WG- 9P
Purchasing	GS- 6P
Mail & File Clerk	GS- 4P
Admin Serv Clerk	GS- 5P
Clerk Typist	GS- 4P

GUNNISON RA	
Area Manager	GS-12P
Admin Serv Clerk	GS- 5P
Clerk/Typist	GS- 3P
Temp 10 WM = 1 FTE	
Wildlife	GS-11P
Forester	GS-11P
Realty Specialist	GS-11P
Realty	GS- 9W
Outdoor Rec Plan	GS- 9P
Range Con	GS-11P
Range Con	GS- 9P
Bio Stat	GS- 9P
CET	GS- 8P
Geo/Hydro	GS- 9P
Equip Operator	WG- 6W

UNCOMPAIGRE RA	
Area Manager	GS-12P
Admin Serv Clerk	GS- 5P
Clerk Typist	GS- 3P
Temp 10 WM = 1 FTE	
Surface Prot	GS-10P
Realty Specialist	GS-11P
Geologist	GS-11P
Mining Engineer	GS-11P
Rec Planner	GS-11P
Forester	GS- 9P
Wildlife	GS-11P
Range Con	GS-11P
Range Con	GS- 9P
Range Tech	GS- 8P
Bio Stat	GS- 9P

SAN JUAN RA	
Area Manager	GS-12P
Admin Assistant	GS- 6P
Admin Serv Clerk	GS- 5P
Clerk Typist	GS- 3P
Temp 10 WM = 1 FTE	
Staff Chief (R&M)	GS-12P
Realty Spec	GS-11P
Fluids Geologist	GS-11P
Geo/Env Sci	GS-11P
Pet. Engr	GS-11P
P.E. Tech	GS-10P
P.E. Tech	GS-10P
Env Spec	GS-11P
Apln Exam	GS- 6P
Archeologist	GS-11P
Wildlife Bio	GS- 9P
Forester/Rec	GS- 9P
Range Con	GS-11P
Range Con	GS- 9P
Range Tech	GS- 7P
Bio Stat	GS- 9P

P = Permanent Full Time  
W = Permanent WAE

\*FCO - paid from 4610 which was not part of '85 target.

cont.



# SUMMARY OF REDUCTIONS

OFFICE: Canon City

Reduction	10/1/84	9/30/87	percent decrease (increase)
Positions:			
PFT	<u>81</u>	<u>55</u>	<u>32</u>
Other	<u>3</u>	<u>5</u>	<u>(66)</u>
Funding Summary: (000's)			
Salary Cost	<u>\$ 1.994</u>	<u>\$ 1.366</u>	<u>31.5</u>
Operating Costs	<u>\$ .480*</u>	<u>\$ .208</u>	<u>49</u>
TOTAL	<u>\$ 2.403</u> (FY 1985 base)	<u>\$ 1.574</u> (FY 1988 target)	<u>34.5</u>
Supervisor-employee ratio:	<u>1:5.6</u>	<u>1:7.5</u>	<u>1.9</u>
Average Grade	<u>9.02</u>	<u>8.84</u>	<u>.18</u>

\*Overspent 71,000 or 2.9%

Enclosure 4

# TARGET TABLE OF ORGANIZATION

March 17, 1986

## CANON CITY DISTRICT

District Manager

GS-14P

## DIVISION OF SUPPORT SERVICES

Program Manager	GS-12P
Computer Program Analyst	GS-11P
Computer Assistant	GS- 7P
Budget Analyst	GS- 9P
Safety Technician/Purchasing	GS- 7P
Accounting Technician	GS- 5P
Public Contact Specialist	GS- 5P
Administrative Clerk	GS- 4P
Mail and File Clerk	GS- 4P
Clerk Typist/Wang	GS- 4P
Clerk Typist	GS- 3P
D.O. Fire Management Officer	GS-10P

## DIVISION OF LANDS & RENEWABLE RESOURCES

Resource Manager	GS-12P
Archaeologist	GS-11P
Realty Specialist/ATROW	GS-11P
Hydrologist	GS-11P
Program Specialist (Biological)	GS-11P
Program Specialist (Lands, Min, Rec)	GS-11P
Miscellaneous Documents Examiner	GS- 6P
Planning & Environmental Specialist	GS-11P

## DIVISION OF MINERAL RESOURCES

Supervisory Geologist	GS-12P
Petroleum Engineer	GS-11P
Petroleum Engineering Technician	GS-10P
Applications Examiner	GS- 6P
Surface Reclamation Specialist	GS-11P
Petroleum Geologist	GS-11P
Physical Science Technician	GS- 6P

1:6

P = Permanent Full Time  
 PP = Permanent Part Time  
 W = Permanent WAE  
 S = Seasonal

2/11/88



# TARGET TABLE OF ORGANIZATION

March 17, 1986

## CANON CITY DISTRICT

### ROYAL CORGE RESOURCE AREA

Area Manager	GS-13P
Administrative Services Clerk	GS- 5P
Clerk-Typist	GS- 4P
Clerk-Typist	GS- 3PP
Realty Specialist	GS-11P
Realty Specialist	GS- 9P
Geologist	GS-11P
Civil Engineer Technician	GS- 9P

### SAN LUIS RESOURCE AREA

Area Manager	GS-12P
Area Secretary	GS- 5P
Wildlife Management Biologist	GS-11P
Natural Resource Specialist	GS- 9P
Range Conservationist	GS-11P
Range Conservationist	GS- 9P
Civil Engineer Technician	GS- 9P
Geologist Coop Ed	GS- 9
Laborer (Maintenance)	WC- 6W-6m
Wildlife Technician	GS- 3S-4m
Range Technician	GS- 3S-4m

### NORTHEAST RESOURCE AREA

Area Manager	GS-12P
Administrative Services Clerk	GS- 5P
Realty Specialist	GS-11P
Natural Resource Specialist	GS- 9P
Geologist	GS-11P
Natural Resource Specialist	GS- 7S-10M

### MULTI-RESOURCE STAFF

Multi-Resource Staff Supervisor	GS-12P
Forester	GS-11P
Wildlife Management Biologist	GS-11P
Outdoor Recreation Planner	GS-11P
Range Conservationist	GS-11P
Range Conservationist	GS- 9P
Range Conservationist	GS- 9P
Laborer (River)	WC- 6W-6m
Park Technician	GS- 3S-4m
Forestry Technician	GS- 3S-8m

P = Permanent Full Time  
 PP = Permanent Part Time  
 W = Permanent WAE 6 Months  
 S = Seasonal 4 Months

# SUMMARY OF REDUCTIONS

OFFICE: Grand Junction

Reduction	10/1/84	9/30/87	percent change
Positions:			
PFT	106	69	-35%
Other	12	4 (25 WM WAE)	-17%
TOTAL	<div> <div>2 (18 WM/PPT)</div> <div>0 WAE</div> <div>9 (28 WM Seas)</div> <div>1 (10 WM Temp)</div> </div>	<div> <div>0 PPT</div> <div>7 (33 WM Seas)</div> <div>3 (15 WM Temp)</div> <div>SIS</div> </div>	14
Funding Summary:			
Salary Cost (excluding 4600)	\$ 2,862,894	\$ 1,793,400	-37%
Operating Costs	\$ 339,006	\$ 306,000	-10%
TOTAL	\$ 3,201,900 (FY 1985 base)	\$ 2,099,300 (FY 1988 target)	-34%
Supervisor-employee ratio:	1:4	1:5.1	-23%
Average Grade (PFT & WAE positions)	9.6	9.3	-3%

Enclosure 4



DECLINING BUDGET TABLE OF ORGANIZATION - MARCH 1986  
GRAND JUNCTION DISTRICT

District Manager	GS-14	P
Public Affairs Spec	GS-11	P
Secretary	GS-6	P

DIVISION OF RESOURCES <u>3/</u>		
ADM-Resources	GS-12	P
Petroleum Engineer	GS-12	P
Solid Geologist	GS-12	P
Fluid Geologist/I&E <u>1/</u>	GS-12	P
Mining Engineer	GS-11	P
Hydrologist	GS-11	P
Land Law Examiner	GS-11	P
Appl Exam	GS-6	P
Lands & Minerals Coord	GS-11	P
Multi Resource Coord	GS-11	P

DIVISION OF SUPPORT SERVICES		
ADM- Admin/Ops	GS-12	P
Natural Resources Spec	GS-11	P
Prop. Tech/Warehouse Mgr	GS-7	P
Electronics Tech	GS-11	P
<u>Staff of Administration</u>		
Staff Leader/Budget Analyst	GS-9	P
Acct Tech/Procurement	GS-6	P
Clerk/Typist	GS-4	P
Clerk Typist	GS-4	P
File Clerk	GS-4	P
Mail/File Clerk	GS-4	P
<u>Staff of ADP</u>		
Computer Specialist	GS-11	P
GIS/Econ Coordinator	GS-11	P
Computer Operator	GS-5	P
Clerk, SIS	GW-1	S-5 mo.
Clerk, SIS	GW-1	S-5 mo.
<u>Staff of Fire Management</u>		
Fire Mgmt Officer	GS-11	P
Fire Control Officer	GS-9	P
Dispatcher <u>2/</u>	GS-7	W-7 mo.
Station Manager <u>2/</u>	GS-7	W-6 mo.
Helitack Foreman <u>2/</u>	GS-7	W-6 mo.

P - Permanent Full Time

W - Permanent WAE - No. of months.

1/ Assumes that Canon City & Montrose will be responsible for their own I&E.

2/ Funded by 4600.

3/ Oil shale claim related workload may require additional position(s) in the Mining Engineer series, or a shift from fluids workload to mining claim workload.

GRAND JUNCTION RESOURCE AREA

Area Manager	GS-13	P
Administrative Clerk	GS-5	P
Electrician	GS-4	P
Wildlife/GIS Coord	GS-11	P
Office Receptionist	GS-4	P
Archaeologist, SIS	GW-1	S-5 mo.

Multi-Resource Staff

Multi Resource Staff Ldr	GS-12	P
Office Clerk	GS-5	P
Range Cons	GS-11	P
Range Cons	GS-9	P
Range Cons	GS-9	P
Range Cons	GS-9	P
Range Aid	GS-5	S-5 mo.
Forester	GS-11	P
Wildlife Biologist	GS-11	P
Outdoor Rec Planner/Wild	GS-11	P
Outdoor Rec Tech	GS-7	W-6 mo.
Outdoor Rec Aid	GS-4	S-5 mo.
Archaeologist	GS-11	P

Realty & Minerals Staff

Realty & Min Staff Ldr	GS-12	P
Surface Recl Spec	GS-11	P
Surface Recl Spec	GS-9	P
Non-Renewable Res Tech	GS-10	P
Electrician	GS-11	P
Electrician	GS-11	P
Petroleum Engr Tech	GS-10	P
Petroleum Engr Tech	GS-8	P
Applications Clerk	GS-6	P
Realty Spec	GS-11	P
Realty Spec	GS-9	P

GLENWOOD SPRINGS RESOURCE AREA

Area Manager	GS-13	P
Admin Svc Clerk	GS-5	P
Clerk Typist	GS-4	P

Range Staff

Supv Range Cons	GS-11	P
Range Cons	GS-9	P
Range Cons	GS-9	P
Range Cons	GS-9	P
Range Tech	GS-5	S-5 mo.
Range Tech	GS-5	S-5 mo.

Multi Resource Staff

Supv Resource Spec	GS-12	P
Realty Specialist	GS-11	P
NRS	GS-11	P
Hydrologist/GIS/E.C.	GS-11	P
Forester	GS-11	P
Forestry Tech	GS-5	S-5 mo.
Wildlife Biologist	GS-11	P
Archaeologist	GS-11	P
Outdoor Rec Tech	GS-5	S-5 mo.
Outdoor Rec Plan/Wilderness	GS-11	P
Geologist Aid	GS-7	S-4 mo.

P = Permanent Full Time

W = Permanent WAE - No. of months.





## United States Department of the Interior

RECEIVED BUREAU OF LAND MANAGEMENT

OCT 20 1986 7:45

Alaska State Office  
701 C Street, Box 13  
Anchorage, Alaska 99513

ELM-1000

1212 (970)

STATE DIRECTOR'S OFFICE  
BLM - IDAHO

OCT 28 1986

October 20, 1986

## Memorandum

To: State Director, Idaho

From: State Director, Alaska

Subject: The New Alaska Organization

910	2	SD	Val
911	1	ASD	W
912	1	EEO	
920	1	FAO	
930	1	MIN	
940	1	L&RR	
950	1	OPS	
950	3	ADM	ga
Additional Routing			
Copy Sent			

Our organizational restructuring has received all necessary approvals. We are on our way to implementing a two-tier management organization which can best be summarized as follows:

**DISTRICT OFFICES** - realigned two District/Six Resource Area field structure to Five Districts . . . three colocated in Fairbanks, one in Glennallen, and one in Anchorage.

**DIVISION OF SUPPORT** - consolidated the State Office Divisions of Administration and Operations into a single Division of Support. Most support functions in the District Offices are consolidated into either the Fairbanks Support Center or in appropriate branches within the Division of Support in Anchorage.

**OFFICE OF MANAGEMENT, PLANNING AND BUDGET (OMPB)** - established as a Staff to the State Director to provide centralized budget mechanics, planning support, NEPA compliance, intergovernmental coordination, and management analysis.

**DIVISION OF CONVEYANCE MANAGEMENT** - centralized all conveyance adjudication in the State Office with Branches based on geographic adjudicative needs rather than the prior functional alignment.

**DIVISION OF CADASTRAL SURVEY** - now includes the Branch of Photogrammetry to consolidate all mapping functions.

**DIVISION OF LAND AND RENEWABLE RESOURCES** - withdrawal review function added, and planning staff moved to OMPB.

**DIVISION OF MINERALS MANAGEMENT** - consolidated mineral resource assessment and lease operations with other minerals functions in State Office resulting in five branches (Mineral Adjudication, Mineral Assessment, Lease Operations, Mineral Program Development, and Pipeline Monitoring).

**PUBLIC AFFAIRS AND EEO** - The functions for both programs will be centralized in two offices . . . The State Office will serve the State Office, Anchorage District and the Glennallen District. The Fairbanks Support Center will provide Public Affairs functions, and the Alaska Fire Service will provide EEO functions, for the offices in the northern portion of the State.

As a matter of additional information, I have also included two attachments to this note. Attachment 1 shows the leaders of the major organizational units, and Attachment 2 is a small map showing our new administrative boundaries. Within a few months we will send you a new office directory and organizational chart with all the names in place.

Feel free to share this information to your staff. I enthusiastically look forward to the successes we see for our new organization. If you have any questions, just give me a call.

Attachments (2)

Mike



Alaska Organization - Revised

State Director  
Associate State Director  
Anchorage District Manager  
Glenallen District Manager  
Arctic District Manager  
Kobuk District Manager  
Steese/White Mountain District Manager  
Public Affairs Officer  
EEO Officer  
Chief, OMPB  
DSD, Cadastral  
DSD, Lands and Renewable Resources  
DSD, Support Services  
DSD, Conveyance Management  
DSD, Mineral Resources  
Manager, Alaska Fire Service

MICHAEL J. PENFOLD  
FRED E. WOLF  
JOHN RUMPS  
GENE TERLAND  
M. THOMAS DEAN  
ROGER A. BOLSTAD  
DON RUNBERG  
GEORGE GURR  
BOB JONES  
JERRY ZAMBER  
FRANCIS D. EICKBUSH  
WAYNE BODEN  
BISHOP T. BUCKLE  
ROBERT W. ARNDORFER  
REED SMITH  
TOM OWEN



ALASKA



District Office  
Administrative Boundries

October 1986

